

Form Report, printed by: Reynolds, Pat, **Aug 4, 2008****GENERAL INFORMATION**

<b>Title:</b>	Driver License Central Issue Services Project
<b>Working Title:</b>	DLCI
<b>Proponent Secretary:</b>	186 Secretary of Transportation
<b>Proponent Agency:</b>	154 Department of Motor Vehicles
<b>Prepared By:</b>	Bigness, David
<b>Date Finalized:</b>	Aug 1, 2008
<b>Control Number:</b>	11260

## QUESTIONS/POCS

1 Answer the following questions by marking Yes or No and provide a brief response as appropriate.	
1) Is this an updated Project Proposal Document? If yes, what is the reason for this update?:	No
1a) What is the reason for this update?:	
2) Is this a follow-on to a previous project?:	No
3) Will the project deliverable(s) replace a current asset or group of assets?:	Yes
3a) What is being replaced?:	Will be replacing the current Driver License issuance system, which is a vendor proprietary system. The contract expires December 2008.
4) Is the Project Initiation Phase effort funded?:	Yes
4a) What is the amount of funding?:	25,000.00
5) Is the Project Planning Phase effort funded?:	Yes
5a) What is the amount of funding?:	50,000.00

2 Points of Contact			
List the principal individuals who may be contacted for information regarding the project.			
Position	Title /Name/Organization	Phone	E-mail
Project Sponsor	Commissioner / D. B. Smit / DMV	804-367-6606	db.smit@dmv.virginia.gov
Program Manager	Deputy Commissioner for Operations / Karen Chappell / DMV	804-367-0146	karen.chappell@dmv.virginia.gov
Project Manager	IT Project Manager / David Bigness / DMV	804-367-2557	david.bigness@dmv.virginia.gov
Proponent Cabinet Secretariat	Secretary of Transportation / Pierce Homer / Governor's Office	804-786-8032	ralph.davis@governor.virginia.gov
Proponent Agency Head	Commissioner / D. B. Smit / DMV	804-367-6606	db.smit@dmv.virginia.gov
Customer (User) Representative	Director of Full Services / Robert Irving / DMV	804-367-2865	robert.irving@dmv.virginia.gov
Customer (User) Representative	Business & Analytical Services / Eddie Wirt / DMV	804-367-1708	eddie.wirt@dmv.virginia.gov
Customer (User) Representative	CBN STI Project Manager / Adrian Furtuna / CBN Secure Technologies Inc	613-722-6607	afurtuna@cbnco.com
Other	VITA Customer Acct. Mgr. / Zeta Wade / VITA	804-371-2254	zeta.wade@vita.virginia.gov

## BUSINESS PROBLEM

### Business Problem

*The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency's Strategic Plan or Information Technology Strategic Plan.*

The current driver's license/identification card (DL/ID) issuance contract with Digimarc will expire in December 2008. Also, Department of Motor Vehicles (DMV) is required to meet the federal mandate of Real ID compliance.

The purpose of a driver's license or identity document is to provide a portable, presentable proof of one's identity claim and the privileges associated with that identity. The possession and inherent security of the document relies upon the due diligence of the DMV.

DL/ID documents are typically secured by various means including holograms, laser engraving, machine-readable data and so forth. Similar to currency, these DMV issued identity documents use methods or technologies that would be difficult or expensive to acquire or duplicate thereby resisting counterfeiting (duplication). Since there is general agreement in the identification business that there will never be a tamper-proof document, often the documents are designed to resist alteration, such that tampering with them should be readily evident and easily identifiable through a rapid visual inspection and cursory examination in normal conditions without the need for tools or aids, thus negating its acceptance as suitable proof of identity. Lastly, information technology security measures combined with controlled auditing and accountability of the consumable components of the document, and security clearance of individuals handling or accessing these supplies is designed to provide a resistance to replication, which can occur when an unauthorized production of a government document occurs using misappropriated genuine government supplies.

In a February 2005 report to Congress, the US Department of the Treasury cited Identity Theft as the fastest growing crime in the United States. Often the weakness in security and the ability to counterfeit or modify the driver's license has contributed to this issue.

The Commonwealth of Virginia Driver's License and State ID cards are issued by the DMV. These documents are used extensively throughout Virginia and across the United States for many identification purposes including:

- Driving
- Boarding an aircraft
- Check cashing
- Banking
- Proof of identity
- Entering government buildings

It is therefore incumbent upon the DMV to ensure that all possible measures necessary to prevent the alteration, duplication, and replication of a document issued by the DMV have been achieved. Since there is general public acceptance and trust placed in documents issued by State governments, it is also incumbent upon the DMV to ensure the highest level of document security is applied, thereby affording their constituents the security and safety of a trusted Virginia government credential, while mitigating the risk that may be caused by the compromise of secure Virginia government identification.

## PROJ PURPOSE

### 1 Project Business Objectives

Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one Project Business Objective

Commonwealth Strategic Plan – Critical Issues	Project Business Objectives
Citizens & Business Expectations - Security	Ensure that the physical document is both secure and durable
leading Edge Technology - Security	Utilize security features that include tactile features that can be detected under normal conditions.
Execution & Compliance with mandates	Produce a secure DL/ID solution that provides a new state driver's license and identification card that meets or exceeds the American Association of Motor Vehicle Administrators (AAMVA) requirements.
Improve internal controls	Minimize the potential for customer and employee fraud
Execution & Compliance with mandates	Ensure that DMV will be positioned to meet future Federal requirements
Improve internal controls	Adopt a secure production process that limits and controls access to materials, equipment, processes and information.

### 2 Constraints

*Constraints are items that by their nature restrict choice. Identify Constraints that will influence the selection of a solution to resolve the Business Problem. Constraints can include but are not limited to: time, funding, personnel, facilities, and management limitations.*

Full implementation as early as December 2008 if the current vendor does not agree to an extension (and no later than June 2009)  
 Comprehensive solution within established budget  
 Comply with federal requirements for REAL ID

It is DMV's understanding that VITA will recognize, in the forthcoming VITA Statement of Work for a CESC hosted solution, the DMV modification of infrastructure requirements that DMV estimates at a cost of \$900,000 (pre-VITA estimate). This figure was reflected in the 4.5 million dollar total project cost presented to the ITIB July 17th, 2008. The difference between the 4.5MM and 5.4MM is due to the DMV ROM, produced by VITA, not recognizing these reductions.

The major items of this reduction include:

10 servers replaces the original 23  
 Oracle RAC licenses for 10 servers, not 23  
 5 Terabytes of storage, not 10

## SERVICE AREAS


### Align Investment to Service Areas

Select Service Areas this investment supports by clicking on the "Add" button (below right). From the pop-up box, choose from the list of your agency service areas. Ensure you click 'OK' at the bottom of the pop-up list box. After the Service Areas have been added, indicate the Primary Service Area by double clicking on the cell in the "Weight" column. Describe how the investment supports the Service Area by clicking on the Service Area name and then press the "Edit" button; enter the description in the "Annotation" box. If the service area is identified in the Governor's Performance Goals, type "Governor's Performance Goals" in the annotation box also.

Service Areas Supported - Direction: Supports, Type: Service Area

			Dependency Properties		Item Properties			
#	I/P	Name	Weight	Cost	Manager	Start Date	End Date	Phase
1	Item	154 DMV 60103 Driver Regulation Services	Primary		Administrator, System			
			<b>Annotation:</b> This solution will: <ul style="list-style-type: none"> <li>Improve the security, integrity, and quality of the Virginia driver's license and State ID card.</li> <li>Reduce the distribution and potential compromise of secure card components.</li> <li>Require security standards surrounding card production &amp; personnel.</li> <li>Improve the resultant card quality by improving the input images.</li> <li>Increase the ability to prevent fraud and misuse.</li> <li>Allow the DMV to produce American Association of Motor Vehicle Administrators (AAMVA) compliant DL/ID cards.</li> <li>Improve card construction, security features, and designs that are more resistant to compromise.</li> <li>Introduce card designs in which tampering will be readily evident and easily identifiable through a rapid visual inspection and cursory examination in normal conditions.</li> <li>Introduce a proactive Card Design Security Program.</li> </ul>					
2	Item	154 DMV 69901 General Management and Direction	Secondary		Administrator, System			
			<b>Annotation:</b> Improve Virginia Residents Privacy & Security DL/ID solution enhancements must provide a better means to reduce the incidence of identity theft or related fraud: <ul style="list-style-type: none"> <li>Improve security of the current process.</li> <li>Improve fraud detection at CSC staff level.</li> <li>Provide better inspection of foundation documents.</li> <li>Utilize technology to prevent identity theft or assumption.</li> <li>Provide useful evidence and tools for law enforcement investigations.</li> <li>Enhance the privacy and security of Virginia residents by limiting access to data.</li> </ul>					

### Service Area Message

	At least one item entered is NOT a Service Area. Check the Item Type for each Item selected.
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## PROJ DESCRIPTION/STRAT JUSTIFICATION

### Description

*Describe the project approach, the specific solution, customer(s) served, and expected benefits. The approach is the overall strategy for solving the Business Problem. The solution should identify in specific terms how the project is accomplished and include information about the general timing and cost of major procurements or purchases.*

The Virginia Department of Motor Vehicles sought to establish a multi-year services contract, through competitive negotiation, for a secure Driver's License/Identification Card (DL/ID) services solution including all necessary hardware, software products, design, development, customization, installation, training, personnel, supplies, and maintenance, on a firm fixed-price cost-per-card basis, as specified in detailed system design discussions with DMV and as required by any resulting contract.

The Virginia DMV requires a secure DL/ID solution that provides a new state driver's license and identification card that meets or exceeds the American Association of Motor Vehicle Administrators (AAMVA) requirements. The new Driver's License/Identification Card (DL/ID) solution must also provide improved productivity and higher quality cards through the use of newer technology, a changed delivery model, and improved business process methods.

The Virginia DMV requires improved functionality of the DL/ID enrollment process through the acquisition of replacement technologies. Replacement technologies must include devices that are proven, and successfully tested in other jurisdictions.

The DMV has firmly decided to transition to a secure central card production method of delivery provided by CBN STI. This delivery method also serves to provide overall improvements in the security and handling of sensitive components, further reducing the potential for security compromise.

Modified and improved business processes will allow the maximum benefit and utilization of new technology and improved auditing and report generation will serve the DMV's internal needs. This will involve changes in the business process of handling customers.

DMV requires a new DL/ID solution that utilizes DMV's PC-based branch office system, operating a customized Image Capture Application (ICA) that meets the DMV's needs for enrollment and renewal of Driver's Licenses and Identification (DL/ID) cards.

CSC operators will utilize existing workstations to process DMV transactions for customers. The CSC operator who initiated the transaction will complete the transaction, including the capturing of photos and signatures, and breeder document authentication. Note: Breeder documents are the source documents required to complete a transaction. For example, proof of residency, legal presence, social security card, birth certificate, etc. This change is required to ensure that the opportunity for identity switching is not possible in the business process.

Currently most CSCs have a single camera workstation that is dedicated and operated by DMV CSC staff. The future business process must accommodate Image Capture Workstations at each CSC that allows all CSC operators to process the customer they are attending to from the initiation process of the transaction through photo capture. CSC operators will utilize Image Capture Workstations to perform the photo and new breeder document scanning functions. Image Capture Workstations must be deployed to each CSC based upon historical information regarding peak transactions. DMV will be responsible for performing any CSC modifications, structural or otherwise, to support the required configuration.

Once the CSC operator has captured the photo, the system will perform the Facial Recognition (FR) automated photo comparison process, which will provide 1:1 and 1:many matching prior to card production. This process will identify potential matches within the Central Image Storage Solution (CISS) database. The FR process must exclude the confidential DL/IDs.

DL/ID cards shall be produced centrally using images and data collected by the new front end DL/ID solution. DL/ID cards shall also be produced for DL/ID transactions processed by the existing DMV alternative service options (such as renew by mail, Internet, touch-tone phone) using the current photo and signature images on file. The DL/ID solution shall produce daily batch transmissions of all DL/ID records that indicate a pending card request. Cards shall be produced at the CBN STI central card production facility and be prepared and readied for delivery by US Mail.

The following are the strategic points that are essential in the procurement, design, development, and deployment of the new DL/ID solution, referred to as Driver's License Central Issue (DLCI) Project.

1. Establish the identity of applicants when they first enter the application facility;
2. Accept only properly secured identity documents with the application and validate information to the extent feasible and practical;
3. Utilize security features that include tactile features that can be detected under normal conditions;
4. Ensure the capability to change security features in a proactive attempt to deter compromise;
5. Confirm the identity for renewals using prior image retrieval;
6. Validate the individual's entitlement by checking against databases of other jurisdictions;
7. Eliminate the potential for fraud using security procedures, audits and technology;
8. Utilize machine-readable forms and automated data capture tools to facilitate and ensure consistent data entry;
9. Link the issued document to the foundation documents presented at the time of application;
10. Ensure that the physical document is both secure and durable in view of its intended applications and the attacks to which it is most likely to be exposed;
11. Adopt a secure production process that limits and controls access to materials, equipment, processes and information;
12. Ensure a secure, smooth and efficient flow of data to the physical document production environment;
13. Establish a reliable and secure delivery method for the physical document;
14. Establish a comprehensive internal audit control process;
15. Enhance public awareness on the established policies and procedures for obtaining a document;
16. Aid law enforcement by providing better tools to identify legitimate documents;
17. Develop a training program outlining the security features of the issued document for those who will most frequently be in contact with the issued document for the purpose of inspection;
18. Ensure that DMV will be positioned to meet future Federal requirements.

Many of the strategic points identified above, also support DMV's need for an improved Virginia Driver's License and State Identification Card. Considered secure and reliable when first issued in 1999, the present driver's license and ID card lack the security standards now considered as minimum requirements in U.S. jurisdictions. Several state driver's license issuance authorities have recently replaced or announced plans to replace current driver's license issuance systems to meet the newer and upcoming standards for security and data integrity.

## Strategic Justification

*Identify how the project is consistent with the Commonwealth and Agency Strategic or IT Strategic Plan. If the project is not consistent, explain why the project is being proposed.*

*1. Briefly, describe how this project supports or is consistent with the Commonwealth of Virginia Strategic Plan for Technology. If it does not support the Commonwealth of Virginia Strategic Plan for Technology, explain why this project proposal is being submitted.*

This project supports and is consistent with the Commonwealth of Virginia Strategic Plan for Technology because it meets several of the goals and objectives outlined in the plan. The DLCI Project will ensure a trusted and reliable technical environment and protect the assets, credentials and privacy of Commonwealth of Virginia systems and their users by providing the customers of DMV a driver's license that is top quality minimizing the ability of anyone being able to replicate, duplicate, or alter the document. This project will enhance the privacy and security of Virginia residents by limiting access to data. The DLCI Project will increase workforce productivity through the use of technology by providing useful evidence and tools for law enforcement investigations.

*2. Explain where and how this project is identified in the Agency IT Strategic Plan most recently approved by the Chief Information Officer. If it is not identified in the plan, explain why this project proposal is being submitted.*

The Driver's License Central Issue Project (DLCI) was in the DMV IT Strategic Plan as a non-project-related IT procurement. In May 2005 the Commonwealth CIO granted this project approval for Procurement. In April 2006 Notice of Intent to Award the contract was posted, April 2006 the Notice of Intent to Award was rescinded, and in June 2006 the Request for Proposal (RFP) was cancelled. In July 2006 the RFP was released to the public a second time. Extensions were granted for vendor responses causing delays in the procurement process. In January 2008 the Notice of Intent to Award the contract was posted again. The contract was signed in February 2008. In May 2008 the Driver's License Central Issue Project was entered into the DMV IT Strategic Plan as a major IT project.

The DLCI project is identified in the Agency IT Strategic Plan as a major project. This project came about because the contract for the current driver license issuance system expires in December 2008 (anticipate a contract extension through June 2009), and the DLCI Project supports core agency functions related to customer service.

*3. Briefly, describe how the planned solution complies with Commonwealth Enterprise Architecture Standards. If it does not comply with the Commonwealth Enterprise Architecture Standards, explain why this Project Proposal Document is being submitted, and identify which Commonwealth Enterprise Architecture Standard(s) are not being met.*

This project will comply with Commonwealth Enterprise Architecture Standards. It is a non-proprietary system. It is a Service-Oriented Architecture that will enable DMV to integrate the new Driver's License Issuance System processes with DMV existing and future applications and systems.

MAJOR MILESTONES	
1990	First major milestone
1995	Second major milestone
2000	Third major milestone
2005	Fourth major milestone
2010	Fifth major milestone
2015	Sixth major milestone
2020	Seventh major milestone
2025	Eighth major milestone
2030	Ninth major milestone
2035	Tenth major milestone
2040	Eleventh major milestone
2045	Twelfth major milestone
2050	Thirteenth major milestone
2055	Fourteenth major milestone
2060	Fifteenth major milestone
2065	Sixteenth major milestone
2070	Seventeenth major milestone
2075	Eighteenth major milestone
2080	Nineteenth major milestone
2085	Twentieth major milestone
2090	Twenty-first major milestone
2095	Twenty-second major milestone
2100	Twenty-third major milestone

Estimated Project Development Schedule (Major Milestones)			
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Charter Planned Milestones	
1	1.1
2	2.1
3	3.1
4	4.1
5	5.1
6	6.1
7	7.1
8	8.1
9	9.1
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[illegible]

## CBA

### 1 Financial Estimate

*Use the Cost Benefit Analysis tool to provide an economic justification for the project. Identify the estimated funding resources required to complete the project and then identify the funding requirements to operate or maintain the product(s) or service(s) developed from the project.*

### 2 Cost Benefit Analysis Summary

*a. Summarize the results of the Cost Benefit Analysis. Explain why the expected monetary and non-monetary benefits validate the expenditure of resources for this project. Upload the Cost Benefit Analysis to the project document repository. Describe saving achieved and separate savings from cost avoidance.*

DMV will experience a cost avoidance and cost savings of \$4,579,079 over 5 years because a mail inserter machine will no longer be needed, the FTE needed to run the inserter machine will not be needed, the use of envelopes and paper for driver's licenses will be eliminated, the Digimarc maintenance cost of the central storage unit (server) will be eliminated, the Digimarc cost per card will be eliminated, and Driver Services Administration (workcenter) and Customer Service Centers (CSCs) will have a staff savings based on reduced staff functions by removing printing operations from locations.

The five-year ROI is -89%, and the 10-year ROI is -88%. The payback period extends beyond 10 years."

While the agency does not see an increase in financial benefits (tangible benefits), the intangible benefits far out weigh the cost. DMV will gain enhanced security and a more efficient operation. The DLCI Project will:

- With the current Digimarc driver's license issuance production system contract expiring in December 2008, this system will enable DMV to issue licenses
- The DLCI Project will ensure that DMV will be positioned to meet future Federal requirements
- Provide additional security measures to protect the integrity of Virginia's driver's licensing process
- Reduces the potential for fraudulent reproduction of driver's licenses
- Will potentially increase the use of alternative services, reducing traffic in the DMV Customer Service Centers (CSC)
- Inventory management will be processed through the Central Card Processing Center, which will relieve the Office Managers in the CSCs from having to perform inventory management
- A secure production process will be adopted that limits and controls access to materials, equipment, processes and information potentially reducing fraudulent activity internally and externally.
- Customer Fraud deterrent: Central Issuance will deter those customers coming to Virginia expecting to receive their license immediately and may perhaps go to another over-the-counter state to obtain their license. Those individuals providing a false resident address will not receive their license. All licenses will be mailed so customer will need to provide accurate address information in order to obtain license.
- Employee Fraud Deterrent: Employees may be less likely to issue licenses fraudulently because they will be mailed to the customer and with improved audit controls the employees will more than likely be caught entering bogus information into the system.
- Central Issue also provides for a secure process of inventory control keeping inventory in one central location vs. 73 different locations and headquarters.
- Central Issue allows DMV time to investigate licenses before they are issued.
- This project will incorporate additional security enhancements such as batch verification on customer information, address verification, and facial recognition. This process would be behind the scenes and will be monitored and any driver's license that is questionable, will be pulled for investigation before the license is issued.
- DMV can use resources more efficiently and further enhance the review of applications and supporting documents.
- Software is incorporated into the vendor production line to ensure that correct data prints on cards, only the cards that are ordered are produced, and process and card inventory control records for reporting and analysis are created.
- Produces a more secure card by incorporating security features that cannot be incorporated in cards issued over-the-counter. Made with polycarbonate instead of laminated teslin, the new driver's licenses and ID cards will have state-of-the-art security features.
- Eliminates Customer Service Center Downtime: If there are printer complications or downtime is experienced, the production process is held up in the CSC and for the workcenter a manual process is used creating backlogs in the workcenter.
- The customer may not see it as an incentive to visit a CSC to renew since they will not receive their license immediately, therefore, Alternative Service transactions may increase. Driver's license renewals by Internet, telephone and mail are less expensive to process than in-person renewals. Increased use of these services would reduce customer traffic in DMV offices.
- Sophisticated equipment in a central issuance environment can produce licenses with additional security features. The technology used in central processing is more advanced than printers available for use in DMV offices.
- Enables the agency to conduct facial recognition testing. Prior to issuance, applicants' pictures can be compared against existing images on file in DMV's database (one-to-one) or compared against multiple images (one-to-many).
- States already using centralized processing report a decrease in fraudulent driver's license activity.

*b. Summarize the results of the Return on Investment Analysis. Provide ROI for 5 years and 10 years. If the project does not have a positive expected return on investment, explain why this project proposal should be approved. Upload the detailed Return on Investment Analysis to the project document repository.*

Over a five-year period, the total cumulative benefits amount to \$4,579,079, and the total cumulative costs amount to \$43,269,375. The cumulative net benefit amounts to \$(38,690,296)

The DLCI Project does not have a positive ROI. However, the intangible benefits as described in part a of the Cost Benefit Analysis Summary above far outweigh the negative ROI.

### 3 Upload CBA and ROI documents

Use the upload feature to save CBA and ROI documents for the project.

#### Item Links:

Name	Link	Size	Owner	Uploaded
Approval for DMV Driver License Central Issue Services Project.xml	<a href="http://ctp.vita.virg...docId=1680">http://ctp.vita.virg...docId=1680</a>	190 KB	Vanhorn, Jan	Jun 19, 2008 11:43 AM
	Description: Approval tab for DMV Driver License Central Issue Services Project - Planning Approval			
DLCI_CBA_Tool_DMV-hosting ROM.xls	<a href="http://ctp.vita.virg...docId=1884">http://ctp.vita.virg...docId=1884</a>	43 KB	Reynolds, Pat	Aug 4, 2008 10:32 AM
	Description: CBA, using DMV-hosted CISS ROM			
ITSP Projects for CIO Approval - VEC DMV 06192008.txt	<a href="http://ctp.vita.virg...docId=1679">http://ctp.vita.virg...docId=1679</a>	4 KB	Vanhorn, Jan	Jun 19, 2008 11:41 AM
	Description: CIO approval email for DMV Driver License Central Issue Services Project - Planning Approval			
Project Management & Oversight Org Chart 7-22-08.vsd	<a href="http://ctp.vita.virg...docId=1885">http://ctp.vita.virg...docId=1885</a>	55 KB	Reynolds, Pat	Aug 4, 2008 10:33 AM
	Description: project org chart			

**EXECUTION ESTIMATE**

**Estimate of Execution Expenditures and Funding**

**Estimated Expenses FY06-FY10**

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Internal Staff Labor				411,675.00	10,200.00
Services				1,020,000.00	
Software Tools				1,690,000.00	
Hardware				910,000.00	
Maintenance					
Facilities				750,000.00	
Telecommunications					
Training				20,000.00	
IV&V				90,000.00	
Contingency (Risk)				490,000.00	
<b>Total</b>				5,381,675.00	10,200.00

**Estimated Expenses FY11-FY14; Total**

	FY 2011	FY 2012	FY 2013	FY 2014	Total
Internal Staff Labor					421,875.00
Services					1,020,000.00
Software Tools					1,690,000.00
Hardware					910,000.00
Maintenance					
Facilities					750,000.00
Telecommunications					
Training					20,000.00
IV&V					90,000.00
Contingency (Risk)					490,000.00
<b>Total</b>					5,391,875.00

<b>This estimate is accurate to:</b>	80%
<b>Explanation:</b>	<p>Estimated 80% accuracy based on a rough order of magnitude from VITA. VITA will reflect reduced costs, based on revised requirements, when a statement of work is issued to DMV. Estimates based on historical information related to similar type of projects and vendor supplied estimates.</p> <p>Service estimate are based on the cost per card agreed to in the contract with CBN multiplied by the estimated number of cards produced per year.</p> <p>Software and hardware estimate based on a rough order of magnitude from VITA. ROM assumes a 23 server environment, Oracle, disaster recovery and additional on site storage. This is based upon CBN recommendation. ROM estimate assumes 65% of cost is Oracle software licensing and 35% infrastructure purchases. ROM is based on a worst case scenario. VITA will reflect reduced costs based on revised requirements when statement of work is issued to DMV. ROM is based on a worst case scenario. ROM estimate is not in current DMV project budget.</p>

## Funding Source

### Estimate of Funding - Project

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<b>General Fund</b>					
<b>Non-General Fund</b>				5,381,675.00	10,200.00
<b>Federal</b>					
<b>Total</b>				5,381,675.00	10,200.00

### Estimate of Funding - Project 2

	FY 2011	FY 2012	FY 2013	FY 2014	Total
<b>General Fund</b>					
<b>Non-General Fund</b>					5,391,875.00
<b>Federal</b>					
<b>Total</b>					5,391,875.00

<b>This estimate is accurate to:</b>	80%
<b>Explanation:</b>	<p>Estimated 80% accuracy based on a rough order of magnitude from VITA. VITA will reflect reduced costs, based on revised requirements, when a statement of work is issued to DMV. Estimates based on historical information related to similar type of projects and vendor supplied estimates. Funding Source: \$4,000,000 appropriated from General Assembly (DMV Non-General Fund), \$1,391,875 from DMV non-general fund.</p>

## O&M ESTIMATE

### 1 Estimate of Operations Expenditures and Funding

Fiscal Year (FY) 1 =: 2010

#### 2. Estimate of Operations Expenditures

##### Estimate of Expenditures

	FY 1	FY 2	FY 3	FY 4	FY 5
Internal Staff Labor	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00
Services	6,050,000.00	6,050,000.00	6,050,000.00	6,050,000.00	6,050,000.00
Software Tools	0.00	0.00	0.00	0.00	0.00
Hardware	0.00	0.00	0.00	0.00	0.00
Maintenance	1,345,000.00	1,345,000.00	1,345,000.00	1,345,000.00	1,345,000.00
Facilities					
Telecommunications					
Training					
Contingency (Risk)	60,500.00	60,500.00	60,500.00	60,500.00	60,500.00
<b>Total</b>	<b>7,575,500.00</b>	<b>7,575,500.00</b>	<b>7,575,500.00</b>	<b>7,575,500.00</b>	<b>7,575,500.00</b>

##### Estimate of Expenditures 2

	FY 6	FY 7	FY 8	FY 9	Total
Internal Staff Labor	120,000.00	120,000.00	120,000.00	120,000.00	1,080,000.00
Services	6,050,000.00	6,050,000.00	6,050,000.00	6,050,000.00	54,450,000.00
Software Tools	0.00	0.00	0.00	0.00	0.00
Hardware	0.00	0.00	0.00	0.00	0.00
Maintenance	1,345,000.00	1,345,000.00	1,345,000.00	1,345,000.00	12,105,000.00
Facilities					
Telecommunications					
Training					
Contingency (Risk)	60,500.00	60,500.00	60,500.00	60,500.00	544,500.00
<b>Total</b>	<b>7,575,500.00</b>	<b>7,575,500.00</b>	<b>7,575,500.00</b>	<b>7,575,500.00</b>	<b>68,179,500.00</b>

This estimate of Operations expenditures is accurate to: 80%

#### Explanation:

80% based on a rough order of magnitude from VITA. VITA will reflect reduced costs, based on revised requirements, when a statement of work is issued to DMV.

	<p>Service estimates are based on the cost per card agreed to in the contract with CBN multiplied by the estimated number of cards produced per year.</p> <p>Maintenance estimate based on a rough order of magnitude from VITA. ROM assumes a 23 server environment, Oracle, disaster recovery and additional on site storage. This is based upon CBN recommendation. ROM estimate assumes 35% of cost is Oracle, 25% infrastructure, 40% Disaster Recovery. ROM is based on a worst case scenario. VITA will reflect reduced costs based on revised requirements when statement of work is issued to DMV. ROM is based on a worst case scenario. ROM estimate is not in current DMV project budget.</p>					
3. Estimate of Operations Funding						
Estimate of Funding						
	FY 1	FY 2	FY 3	FY 4	FY 5	
General Fund						
Non-General Fund	7,575,500.00	7,575,500.00	7,575,500.00	7,575,500.00	7,575,500.00	
Federal						
Total	7,575,500.00	7,575,500.00	7,575,500.00	7,575,500.00	7,575,500.00	
Estimate of Funding 2						
	FY 6	FY 7	FY 8	FY 9	Total	
General Fund						
Non-General Fund	7,575,500.00	7,575,500.00	7,575,500.00	7,575,500.00	68,179,500.00	
Federal						
Total	7,575,500.00	7,575,500.00	7,575,500.00	7,575,500.00	68,179,500.00	
This estimate of Operations funding is accurate to: 80%						
Explanation: 80% based on a rough order of magnitude from VITA. VITA will reflect reduced costs, based on revised requirements, when a statement of work is issued to DMV. Based on historical information for similar projects. Funding Source: \$4,000,000 appropriated from General Assembly (DMV Non-General Fund), \$2,000,000 is currently expended on the Digimarc contract annually, which will go away when DLCI is implemented. The difference of 1,575,500 will come out of DMV Non-General Fund.						








## PROJECT RISK

### Risk Summary

*The Risk Summary table is completed in the Preliminary Risk Analysis form. Complete the Preliminary Risk Analysis form as part of preparing the Project Proposal. The Risk Summary table will automatically fill out from Preliminary Risk Analysis form completion.*

**Project Name:** Driver License Central Issue Services Project

#### Risk Model Tool

Project Risk Model Summary	Risk Score	Risk Indicator
Budget Risk	10	
External Dependencies Risk	13	
Management Risk	6	
Mission Critical Risk	15	
Failure Risk	13	
Complexity Risk	7	
<b>Total Risk Score</b>	<b>64</b>	

*The IT Project Risk Model Template provides a scoring mechanism to determine the level of risk associated with a project. The scoring relates to the Budget Risk, External Dependencies Risk, Management Risk, Mission Critical Risk, Failure Risk, Complexity Risk. Each question has four responses each carrying a numerical score. The level of Project Risk is:*

*Low Risk    1 - 36    Green*

*Medium Risk    36 - 72    Yellow*

*High Risk    > 72    Red*